

2. Використання економічних механізмів: активізація організаційно-економічного механізму екологічного менеджменту (через податкові пільги, "зелене" кредитування) на державному рівні для стимулювання добровільної екологічної ініціативи малого та середнього бізнесу.

3. Міжгалузева співпраця: у регіонах з рекреаційними об'єктами (наприклад, Карпатський регіон) необхідне узгодження політики екологічного менеджменту сфери гостинності та природозаповідного фонду.

Джерела.

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EDUCATIONAL MANAGEMENT: FROM TASK PLANNING TO PROGRAM RESULTS

The academic discipline "Educational Management" is a comprehensive discipline that studies the theoretical and methodological principles and practical aspects of management in the educational sphere. The main target audiences of the academic discipline "Educational Management" are heads and administrative staff of educational institutions, pedagogical workers and teachers, students and postgraduates of pedagogical and managerial specialties, civil servants and employees of educational management bodies, owners of private educational institutions, and is also important for everyone who, overcoming the risks of wartime, works or plans to work in leadership positions in the education industry and wants to make it more efficient, innovative, and of higher quality [1, 51 p.].

Course goal: to form in higher education students a modern system of views, special knowledge and practical skills necessary for the effective management of educational institutions of various levels (from preschool to higher education), their divisions and educational processes in general, taking into account digitalization and war; developing in future managers and education workers the ability to anti-crisis management, effective use of digital technologies to ensure the continuity and quality of the educational process, as well as developing the sustainability of the education system in the face of modern challenges and post-war reconstruction [4, 100 p.].

Tasks:

- To form knowledge about the basic principles, legal framework, functions and methods of management in the context of educational activities (planning, organization, motivation, control) and the essence of an educational institution as a socio-pedagogical system, its structure, culture and external environment that affects management.

- Leadership training: development of leadership qualities, the ability to make informed management decisions and take responsibility for the results of the educational organization's activities.

- To form knowledge about psychological support and creating a safe environment: to prepare future education managers to work with traumatic experiences that students and staff may have, to create an atmosphere of trust and psychological resilience in the team.

- To teach the features of personnel management in an educational institution and team formation, including ethical and communicative interaction between a manager and employees.

- To teach applicants to independently understand the processes of ensuring the quality of education and developing development strategies for educational organizations.

- To promote the acquisition of skills in the application of modern information and organizational technologies in educational management to solve practical problems and complex specialized tasks in the field of educational management.

- Stimulate the ability to introduce innovations, modernize educational programs and adapt the educational institution to changing external conditions and challenges of the time [5, 23 p.].

As a result of studying the academic discipline, a higher education applicant should know:

- Theoretical foundations of management: key concepts, principles, laws and patterns of management, as well as the evolution of managerial thought and modern management concepts. [3, 8 p.].

- The specifics of the educational sphere: the features of the educational organization as a socio-pedagogical system, its mission, functions and role in society.

- Management functionality: content, interrelationships and mechanisms for implementing the main management functions: planning, organization, motivation, control, regulation and coordination in educational institutions.

- Management methods: various methods of managerial influence and conditions for their effective application.

- Leadership and communications: the essence of leadership, leadership styles, foundations of organizational culture, ethics of business communication, and mechanisms for managing conflicts in the educational environment.

- Strategic planning: methodology for developing strategies for the development of an educational institution, using strategic analysis tools and determining priority goals. [2, 13 p.].

- Personnel management: principles of personnel policy, methods of selection, assessment, certification, professional development and motivation of employees.

- Education quality systems: modern approaches to ensuring and assessing the quality of education, licensing procedures, accreditation and internal monitoring tools.

- Legal and financial field: the basics of Ukrainian legislation in the field of education, the regulatory framework regulating the activities of educational institutions, as well as the basic principles of financial management and budgeting [6, 9 p.].

- Innovative technologies: possibilities of using modern information and communication technologies and digital tools to optimize management processes in education.

- Decision-making mechanisms: stages and methods of preparing, justifying and implementing effective management decisions in conditions of uncertainty and change.

As a result of studying the academic discipline, a higher education applicant should know:

- Analysis of management situations: carry out a comprehensive analysis of the internal and external environment of an educational organization, identify problems, risks and opportunities for development.

- Planning and organization of activities: develop strategic and current plans for the work of the educational institution, effectively distribute resources (human, financial, material) and delegate authority.

- Making informed decisions: justify, develop and implement effective management decisions at different levels of management, assess their consequences.

- Personnel management: selection, adaptation, motivation and evaluation of employees, creation of a favorable psychological climate in the team, prevention of conflicts and their resolution.

- Ensuring the quality of education: develop and implement systems for internal quality assurance of educational activities, monitor and evaluate learning outcomes.

- Leadership and communication: effectively use different leadership styles depending on the situation, establish constructive communication with all stakeholders (internal and external), represent the interests of the institution.

- Project development and resource mobilization: initiate and manage educational projects, use fundraising and grantwriting tools to attract additional funding.

- Application of information technologies: use modern digital tools, software and information and communication technologies in management activities.

- Control and monitoring: organize a system of control over the implementation of plans and decisions, assess the effectiveness of the activities of structural units and individual performers.

- Activities in accordance with the norms of law and ethics: apply the provisions of the current legislation of Ukraine in the field of education in management practice and adhere to high ethical standards of professional behavior of an education manager.

Sources.

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